

Chapter 5: Implementation

Implementation of this CCP will depend on the full involvement of Refuge staff, support staff, cooperating partners, and volunteers. However, in recognition of the fiscal atmosphere under which Federal agencies operate, we recognize that optimal funding to carry out the various Refuge programs may not be realistic. Therefore, rather than layout a detailed scenario and budget for implementation of each Refuge operational component and project, we have chosen instead to provide a general overview of future Refuge programs and projects and leave the details of scheduling and budgets to be developed as funding levels and staffing patterns become clearer. A description of each project follows in section 5.6.2, as does a table that describes annual funding needs (Appendix F).



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5.1 Tools

5.1.1 Staffing Patterns

Obtaining the necessary staff to implement the CPP will be essential to realizing the Refuge vision in 15 years. Appendix F reflects the staff needed to fully implement the action items and projects in this CCP.

Table 8: Future Staffing Needs, Necedah NWR

Position Title	Full-time Equivalent (FTE) Value
Refuge Manager	1.0
Refuge Operations Specialist	1.0
Refuge Operations Specialist	1.0
Refuge Operations Specialist	1.0
Biologist	1.0
Biologist* ¹	1.0
Park Ranger*	1.0
Law Enforcement Officer*	1.0

Table 8: Future Staffing Needs, Necedah NWR (Continued)

Position Title	Full-time Equivalent (FTE) Value
Fire Management Officer	1.0
Range Technician	0.6
Biological Technician	0.6
Range Technician	1.0
Forester*	1.0
Administrative Technician	1.0
Maintenance Mechanic	1.0
Maintenance Worker*	1.0
Equipment Operator	1.0
Student Trainee*	.33 TFT
Office Automation Clerk	1.0 P-INT
Office Automation Clerk	.6 PPT

1. New position indicated by “*”

5.2 Step-Down Management Plans

Step-down management plans are an important component of the day-to-day management of national wildlife refuges. They are designed (in most cases) to provide detailed guidance on refuge management areas (e.g., habitat, public use, fire, safety, new construction, etc.) or groups of related subjects. Step-down management plans describe strategies and implementation schedules for meeting CCP goals and objectives. In other cases, step-down management plans provided a general framework for CCP actions. Table 5 illustrates the plans that will be employed in support of the goals and objectives set forth in this document, either in their current or updated form.

5.3 Partnerships

Partnerships with federal, state, and local agencies; private organizations; and individuals will be essential to the successful implementation of this CCP. Refuge staff will seek out partnerships to fulfill the goals and objectives outlined in this plan and create the desired future habitat condition illustrated by Figure 17 on page 67. Natural resource issues extend beyond social and political boundaries. Stakeholders with a variety of interests and backgrounds need to be included in the day-to-day management of the Refuge, and take ownership in its development.

Voluntary participation from private landowners will be an essential part of the Refuge’s new focus in the Yellow River area. Nearly all the land in the Yellow River area is in private ownership. In fact, nearly 70 percent of all available fish and wildlife habitat in the United States is in private ownership. With increased demographic trends toward urbanization and suburbanization, there is a tendency for people to lose touch with the land and the goods and services it provides. The Refuge’s approach to

sustainable management of public and private land will be to actively support a network of lands and waters dedicated to fish, wildlife, and plant conservation. This means that partnerships are not only desirable for accomplishing Refuge objectives, they are necessary.

Also, natural resources do not organize themselves according to political boundaries. Clean air and water, sustainable populations of wildlife and plants, and positive aesthetic and recreational experiences are a community-wide effort involving multiple Federal, state, and local jurisdictions. The Refuge will support other governmental agencies, private organizations and industries, and private landowners in managing natural resources in ways that enhance Service Trust Resources for present and future generations. The Refuge will contribute staff expertise, equipment, and monetary resources, where possible, to individuals and groups requesting assistance with:

- Sustainable timber management
- Game management
- Habitat management
- Conducting rare species inventories
- Water management, including wetland restorations, water level management, and water quality issues
- Real estate transfers and easement information
- Education and outreach

5.4 Volunteer Program

The Refuge's volunteer program is vital to the fulfillment of the Refuge's vision. Volunteers assist the Refuge with fish and wildlife management, habitat management, education and outreach, administration, and maintenance - in other words, in nearly every aspect of the Refuge's operation. In 1998, volunteers contributed over 7,000 hours at the Refuge. Some volunteer projects have included:

- Tracking pileated woodpeckers using radio telemetry
- Building new Refuge hiking trails
- Assisting with the Wisconsin Federal Junior Duck Stamp Contest
- Burning brush piles for the Refuge's savanna restorations
- Creating a savanna demonstration area in proximity to the Refuge Headquarters

5.5 Land Acquisition

Land acquisition is one method the Refuge can use to facilitate restoration and conservation of the Yellow River Focus Area. With the completion of this CCP and associated environmental assessment, the Refuge will initiate the purchase of conservation easements and fee-title land acquisition from willing sellers in the Yellow River Focus Area. Presently, the Refuge has no money to purchase land (including conservation easements) in the Yellow River Focus Area.

The Yellow River Focus Area project, which has undergone significant changes since it was initially conceptualized in 1994, is a 21,953-acre project designed to conserve quality bottomland forest and associated habitat in the area. The project was first conceptualized in 1994 as a potential addition to the Refuge, with fee title land acquisition as the primary conservation tool. However, as the project evolved, Refuge and regional planning staff recognized that extensive land acquisition was not needed at this time as much of the area is currently conserved under state wetland regulations. This has also

been the view of many of the landowners within the area. Therefore, the project currently emphasizes outreach, technical assistance, and conservation easements as the primary conservation tools, with fee title acquisition of land the least preferred option. Landowner participation in any Service program, including selling their land to the Service, is strictly voluntary. Also, it should be noted that the Service did not request money for land acquisition (including conservation easements) in the Yellow River Focus Area for the years 2004 or 2005. It is anticipated that the Service will request land acquisition money for this area in fiscal year 2006.

5.6 Budget and Schedule

5.6.1 Station Budget

The costs to implement the objectives, strategies, and projects identified in this CCP are captured in Service budget databases, including the Refuge Operating Needs System (RONS), Maintenance Management System (MMS), and Land Acquisition Priority System (LAPS). However, obtaining additional operating funds for the Refuge will be the single most important part of implementing this CCP.

The Refuge budget consists of base funding – the base varies in actual dollar amounts, but includes all approved permanent salary positions plus an allocation to cover minimum needs of utilities and minor supplies. This base budget is then supplemented through an application process for additional funding for specific needs. The needs and deficiencies are identified and add-on funding is applied for through Partners for Fish and Wildlife, Fire Pre-Suppression, Prescribed Fire, Maintenance Management, Refuge Operating Needs, Non-Game Bird, Challenge Cost Share both on and off-refuge, Clean Water Action, Fisheries, Roads, etc. Other funds that may become available as a result of refuge activities are funds for volunteers, contributions, and partnership match donations. Without these add-on fund sources which amount to a 30-40% increase over the base budget, the Refuge would not be able to carry out day-to-day operations, many of which are mandated for resource conservation and safety.

5.6.2 Project Descriptions

5.6.2.1 Habitat Restoration and Management Projects

1. *Restore two additional wetland complexes (approximately 1,000 acres) on the Refuge to provide migration and breeding habitat for water birds (shorebirds) (Low Priority) (2006-2017).* A large portion of the Refuge was drained in the early 20th century. The hydrology has been restored on about half of the original wetland acreage. These restorations will be accomplished by blocking existing ditches and installing water control structures. Some existing impoundments could also be managed more efficiently with the addition of water control structures. The engineering ditch plugs and water control structures will be completed by seasonal Refuge staff and private contractors.

Estimated Cost: \$162,000

2. *Sub-divide Sprague-Mather Pool (the largest impoundment on the Refuge) into three units that can be managed and drawn-down independently for moist soil food production and/or invertebrate availability for migrating waterfowl and shorebirds (High Priority) (2006 - 2009).* The Sprague-Mather Pool (1,400 acres) serves as a resting and feeding area for migratory waterbirds. This project will construct dikes and water control structures to sub-divide the pools into three sub-units that can be managed and drawn down independently for moist soil food production and/or invertebrate availability. This will allow more flexibility in the management of this impoundment and greatly increase the chances for success. U.S. Fish and Wildlife Service engineer will design the dikes and construction will be by a private contractor.

Estimated Cost: \$1,169,000

3. Acquire and install staff water gauges for accurate water level readings (High Priority) (2005).

Nearly half of Refuge wetlands are in impoundments which have managed water levels. To fine tune the water level management for maximum benefit, it is necessary to have each water control structure surveyed to Mean Sea Level Elevation and have a staff water gauge installed for accurate water level readings. The survey work would be completed by a private contractor. The water gauges will be installed by seasonal staff.

Estimated Cost: \$75,000

4. Acquire and install a shallow well and a solar-powered pump to serve as a supplemental water source for the Ducks Unlimited Wetland Project by 2006 (High Priority). The Refuge provides valuable habitat for a variety of migratory bird species. This wetland restoration project, a partnership with Ducks Unlimited, will restore 350 acres of wetland in seven impoundments on the southern portion of the Refuge. Due to wetland drainage in the past and other Refuge water supply needs, it may be necessary to supplement gravity flows of water into the impoundments with pumping from sub-surface water supplies. The Refuge will investigate the feasibility of a shallow well and a solar powered pump will serve as a reliable supplemental water source. The pumps and wells would be installed by private contractors.

Estimated Cost: \$80,000

5. Implement disturbance regimes such as prescribed fire to establish and maintain herbaceous cover within savanna, grassland, and other habitat units to support nesting birds and the Karner blue butterflies throughout the life of this CCP (High Priority). The implementation and maintenance of this habitat represents a significant increase in the Refuge's workload and operating costs.

Maintaining barrens habitat is essential for the federally endangered Karner blue butterfly, several species of migratory birds that have recently experienced severe declines, and a diverse variety of other plant and animal species that are not found in closed-canopy savanna. This will be accomplished using Refuge staff.

Estimated Cost: \$451,000

6. Construct an additional 30 miles of firebreaks around savanna restoration units and along the Refuge's eastern boundary (an area with concentrations of hazardous fuels) by 2015 to allow for periodic fire (High Priority). The completion and maintenance of 30 miles of adequate firebreaks is necessary for the Refuge's wildfire and prescribed fire management programs. The creation of the firebreaks also serves the safety of the public, especially adjacent landowners, by protecting their structures and other resources from escaped fire. Construction of firebreaks, by additional staff and contractors, will facilitate the access of equipment and suppression of wildfires and prescribed fires.

Estimated Cost: \$160,000

7. Acquire a hydro-axe to maintain openings for migratory birds, resident wildlife, and endangered species by 2007 (High Priority). Necedah Refuge has nearly 20,000 acres of upland habitat, as well as over 5,000 acres of forested wetland habitat. Both are important for a number of resident, migratory, and endangered species. It is essential that succession be controlled on some of this by setting back the encroachment of willow and other brush and tree species. The use of a hydro-axe would complement the station prescribed burning program and would also be used to a lesser degree to construct and maintain firebreaks. The machine will be operated by additional Refuge staff, and could be shared, at times, with other nearby Refuges.

Estimated Cost: \$201,000

8. Acquire an additional pump engine to increase the effectiveness of both prescribed burning and fire suppression activities by 2007 (Medium Priority). Necedah NWR's important habitats for migratory and native wildlife includes upland and wetland habitats which are dependent upon the use of periodic fires for maintenance. The acquisition of a fire pump unit would increase the effectiveness of both burning and fire suppression activities. An effective fire suppression capability is needed to protect Refuge buildings, structures, the general public, and other resources. There are also many

homes adjacent to Refuge boundaries that could need protection. In addition, the pump engine will support the Service's cooperative agreement with the Wisconsin DNR to work together in local fire suppression efforts.

Estimated Cost: \$108,000

9. Construct a 40-foot x 70-foot storage building that can be heated to protect fire management vehicles from the weather by 2007 (Medium Priority). The Refuge manages a variety of important habitats which benefit from prescribed fire. These areas are home to federally listed endangered Karner blue butterflies, rare migratory songbirds, and nesting waterfowl. The Refuge has two fire tank trucks, a fire pump truck, and a fire bulldozer that require a secure storage area that can be heated to prevent water from freezing in winter months. This equipment is vital to the Refuge prescribed fire program, as well as for wildfire suppression.

Estimated Cost: \$100,000

10. Complete a rare plant inventory beginning in 2005 and every 5 years thereafter for the life of this CCP (Medium Priority). The Refuge has never done a comprehensive inventory of plant species on Refuge lands. Common plants are less likely to be eliminated, therefore, rare plants are priority. Rare plant inventories will be completed on Refuge lands by seasonal staff or a qualified private contractor beginning in 2006 and every 5 years thereafter for the life of this plan.

Estimated Cost: \$15,000

5.6.2.2 Resource Conservation Projects

11. Acquire voluntary partnership agreements, conservation easements, and fee-title ownerships on approximately 250 acres per year from willing sellers within the Yellow River Focus Area (High Priority). This project will emphasize voluntary private land stewardship agreements, technical assistance, conservation easements, and fee title purchases within the Yellow River Focus Area in order to facilitate restoration and conservation of this. Estimated Cost: \$3,000,000 over 12 years.

12. Develop land stewardship and natural history slide presentations for the Yellow River by 2008 (High Priority). The Yellow River is a quality example of bottomland hardwood habitat, which is home to a variety of rare species. The area provides ecosystem services that are valuable to human beings too, such as flood control and water quality maintenance. The Refuge will develop slide presentations to increase public awareness of the area and to promote land stewardship.

Estimated Cost: \$5,000

13. Survey and post all of the Refuge's conservation easement lands by 2008 (High Priority). The Refuge holds easements and deed restrictions on over 3,400 acres of land on the Necedah Wildlife Management District. To maintain a responsible stewardship role in the management of this land, it is necessary to have it accurately surveyed and posted. A private contractor will do the surveys, and seasonal staff and/or volunteers will install signs.

Estimated Cost: \$450,000

14. Implement active management, according to developed plans, on 50 percent of existing conservation easements by 2011 and on 100 percent of easements by 2015 (Medium Priority). The U.S. Fish and Wildlife Service has management responsibility for over 3,500 acres of conservation easements on the Necedah Wildlife Management District. These easements are protected from development and provide valuable habitat for wildlife. However, they are not actively managed and do not have well-developed land stewardship objectives.

Estimated Cost: \$120,000

15. Beginning in 2006, monitor each of the Refuge's easement lands for posting and compliance at least once per year (Medium Priority). The Necedah Wildlife Management District covers a 17-county area for easement management and private lands assistance. Complete coverage of the

District is necessary to check for violations on over 60 Conservation Easements through aerial photography and site visits. This project includes annual contact with each landowner through correspondence and in person. It also includes fencing and posting of easement boundaries. Contacts, inspections, fencing, and posting will be completed by additional Refuge staff, such as a seasonal biological technician and new Refuge law enforcement staff. The aerial photography will be completed by a contractor.

Estimated Cost: \$654,000

16. Contract with a cultural resources professional to complete a Cultural Resources Management Plan by 2008 (Medium Priority). A major component should be a geomorphological study of landforms that could have supported human use and left archeological materials in meaningful context for the prehistoric and proto-historic periods (i.e., the Fort McCoy model). Other components would be the Section 14 and Section 110(a)(2) surveys, analysis of early Refuge facilities such as the dams and water control structures and CCC activities, and a determination if any significant conservation or wildlife activities occurred on the Refuge.

Estimated Cost: \$500,000

17. Research and document Refuge water rights and establish baseline water quality standards by the year 2008 (Medium Priority). The Refuge is an important area for migratory waterfowl and other wetland-dependent species. Over 10,000 acres of wetland exist on the Refuge, with plans for restoring more acreage to pre-drainage hydrology. One of the threats to the Refuge is the expansion of the cranberry industry in the Refuge's watershed adjacent to the north Refuge boundary. Documentation of legal water rights is needed to resolve and/or avoid potential future disputes with other water users in the watershed, primarily cranberry growers. Additional research is needed to establish baseline water quality standards also. Research and monitoring will be completed by contractors.

Estimated Cost: \$258,000

5.6.2.3 Monitoring and Studies Projects

18. Complete at least two studies of rare sedge meadow habitat by 2008 (Medium Priority). Providing and managing wetland habitat for a wide variety of wetland-dependent species is a priority for the Refuge. Sedge meadow is a habitat present in abundance on the Refuge that is becoming regionally rare. Research may be oriented toward species using sedge meadows, studying the hydrology of these areas, or analyzing the management of these valuable areas. This research will be completed by a graduate student with staff, volunteer, logistical, and/or monetary support from the Refuge.

Estimated Cost: \$20,000

19. Complete baseline inventory and cover type mapping, including a description of plant species composition and relative abundance, litter cover and depth, and height and canopy cover for the Refuge and the lower Yellow River watershed by 2007 (High Priority). Necedah NWR and the Yellow River Focus Area comprise over 60,000 acres of important wildlife habitat. To effectively plan and manage these areas, vegetation mapping is essential. This project would be accomplished through the efforts of additional Refuge staff, student interns, contractors, and volunteers.

Estimated Cost: \$103,000

5.6.2.4 Visitor Services

20. Develop an observation tower at Carpenter Field by 2008 (Medium Priority). The creation of additional viewing locations will allow visitors to experience new places on the Refuge, and new wildlife found in those areas.

Estimated cost: \$30,000

21. Develop and maintain at least two new off-road parking areas by 2007 (Low Priority).

Recreational activities such as nature observation, hiking, hunting, and fishing are popular uses of Refuge lands. Additional parking areas will allow visitors easier access to recreational opportunities and will help eliminate safety issues created by hazardous parking. New off-road parking areas will

also reduce human impact on roadsides, by concentrating usage onto areas designed to handle such impacts.

Estimated Cost: \$5,000

22. Develop a fishing pier and trail at Harvey's Pond to enhance fishing opportunities by 2006 (Medium Priority). The fishing facility will allow universal access and enable the public to utilize a great fisheries resource on site.

Estimated Cost: \$15,000

23. By 2005, complete the Ellen Allen Outdoor Learning Center (High Priority). Necedah NWR does not have adequate facilities to handle school groups or meetings with more than 20 participants. Construction has begun on an outdoor classroom that will serve as a group project area and meeting area. An old, single-car garage has been expanded with a 26-foot by 30-foot addition. The concrete floor and structural shell has been completed. Additional supplies needed to complete the project are siding, storage, decking, heating, and materials for a restroom. The cost for these remaining supplies totals \$12,000. Labor for this project has been supplied by Refuge staff, WCC, and Friends volunteers. Estimated cost: \$12,000

24. Design and print a nature guide, coloring, and activity booklet for elementary students featuring Refuge wildlife and habitats to increase knowledge of and interest in fish, wildlife, plants, and their inter-relationships by 2007 (Medium Priority). Necedah NWR is visited annually by several thousand school-aged children as an outdoor classroom. There is a need for Refuge-specific printed materials to educate this group. This project will design and print a nature guide/coloring and activity booklet featuring Refuge wildlife and habitats. The booklet will be geared toward elementary students to peak their interests in the opportunities offered at the Refuge to view and learn about fish, wildlife, plants, and their inter-relationships. The booklet will be designed by contractors with input from Refuge public use staff and printed commercially.

Estimated Cost: \$10,000

25. In partnership with the Wisconsin DNR, develop and install new signage for the Necedah Wildlife Management Area by 2009 (Low Priority). Visitor awareness of the ownership and management of the Necedah Wildlife Management Area is limited, at best. This project will promote recognition of the identity of the U.S. Fish and Wildlife Service and the relationship between the Service and the Wisconsin DNR. It will also assist visitors in distinguishing between the Refuge proper and adjacent public lands, which have different public use regulations.

Estimated Cost: \$20,000

26. Develop five additional miles of recreational/interpretive trails on the Refuge by 2006 (High Priority). Necedah NWR is an important wildlife viewing area and destination for over 150,000 visitors annually. New trails will enable visitors to enjoy the Refuge year-round. The longer trail length will help reach an additional audience currently being overlooked at the Refuge. The trails would help reach a segment of visitors interested in a longer visit and a more rigorous tour of the Refuge provided by a lengthier hiking trail. This project will provide for the construction of visitor trails (at least one recreational/interpretive trail, approximately 5 miles). These facilities will also improve opportunities for visitors and expand options for creating enjoyable educational experiences on the Refuge. Facilities development will be completed by a combination of new seasonal Refuge staff and contracted services. Some facilities will be designed for accessibility.

Estimated Cost: \$55,000

27. Develop and install new interpretative signage, including two interpretive kiosks, boundary signage, and site interpretation signs by 2007 (High Priority). This CCP has identified a need to update, complete, and create interpretive and informational signage to improve visitors' outdoor

experiences. Design and construction of signs will occur through a combination of Regional Office and Refuge public use staff, and private contractors. Signs will be installed by Refuge staff.
Estimated Cost: \$112,000

28. In conjunction with the Wisconsin Waterfowl Association, sponsor the Wisconsin Federal Junior Duck Stamp contest yearly for the life of this CCP (Medium Priority). The Wisconsin Federal Junior Duck Stamp art contest supports appreciation for the importance of wildlife, natural resources, and artistic intelligence and expression. Necedah NWR, in cooperation with the Wisconsin Waterfowl Association, will sponsor the Wisconsin Federal Junior Duck Stamp art contest. Funds will be used for the administration of the program, including the following strategies.
Estimated Cost: \$75,000

29. By 2008, design and build a visitor center which will serve as the first point of contact for Refuge visitors, office space for Refuge staff and classrooms and meeting space for educators (High Priority). Located near three major highways, the Refuge attracts thousands of visitors each year. No current space has been set aside to deal with the needs of current or projected visitation. The Refuge's Whooping Crane project will attract many more visitors from within and outside the area. There is strong support for construction of a visitor center and related public use facilities. By 2006, we will select a site and complete preliminary design for a visitor center that would be located on Refuge property.
Estimated Cost: \$3,000,000

30. Construct one additional universally accessible hunting blind, and hard surface trail or boardwalk by 2010 (High Priority). Necedah NWR attracts nearly 150,000 visitors each year. Several thousand require special accommodations to fully enjoy the Refuge. Facilities and services are needed to better meet the needs of the public. These would include one universally accessible hunting blind, and a hard surface trail or boardwalk by 2000. These facilities would be planned by new public use staff and contractors.
Estimated Cost: \$80,000

31. Provide universally accessible versions of brochures (braille) and videos (close-captioned) by 2009 (Medium Priority). Necedah NWR provides services to a diverse group of public, including those that have special needs regarding interpretive materials such as brochures and videos. The Refuge will develop universally accessible versions of brochures (braille) and videos (close-captioned) by 2007. These materials will be planned by new public use staff and contractors.
Estimated Cost: \$35,000

5.6.2.5 Planning And Administration Projects

32. Construct suitable containment facilities for hazardous materials such as petroleum-based products, laboratory supplies, and pesticides by 2006 (Medium Priority). During the course of managing Necedah NWR, it is necessary to handle and store some products that have the potential to cause environmental damage or a health hazard. It is necessary to have a storage facility appropriate for such items. This facility will be designed by U.S. Fish and Wildlife Service engineers and constructed by a private contractor.
Estimated Cost: \$105,000

33. Maintain and test the Refuge's new drinking water treatment system for the life of this CCP (High Priority). The need for safe drinking water for the Refuge for staff and visitors is critical. Funding needed in Operations and Maintenance base funding to complete new requirement for testing the water supply to offer safe drinking water for the public and staff. This project requires baseline testing using four major tests, then subsequent testing at quarterly, annual, 3-year, and 6-year intervals.
Estimated Cost: \$40,000

34. *Construct a 50-foot by 100-foot storage building to protect vehicles, heavy equipment, and other maintenance implements by 2006 (Medium Priority).* Necedah NWR maintains almost 44,000 acres of habitat for a variety of species. Inclement weather shortens the life span of vehicles and equipment and is increasing maintenance costs. This building will increase the useful life of vehicles, heavy equipment, and maintenance implements.

Estimated Cost: \$60,000

35. *Update the Refuge security system by 2006 (Medium Priority).* The Refuge has a great deal of valuable equipment that is used for Refuge operations, research, and maintenance. There has not been any staff living on the Refuge since 1986. Adequate security for station facilities has been lacking. An updated security system will be installed in all buildings and at other sites, such as dams, where theft or vandalism have a high potential for impacting public safety. The appropriate system will be recommended after an analysis is completed by Refuge law enforcement staff and a private security contractor. Installation and maintenance of the security system will be completed by a private contractor.

Estimated Cost: \$57,000

5.6.2.6 Work Force Projects

36. *Hire one additional full-time Private Lands employee by 2006 (Medium Priority).* Refuge Private Lands personnel get approximately 200 requests from landowners per year for technical and restoration assistance. An average of 30 restorations are completed each year, which leaves a backlog of landowners that current staff are not able to service. Also, landowners in the Yellow River Area will require additional staff time. This staff person would assist with the current project backlog and then work primarily with landowners in the Yellow River.

Estimated Cost: \$535,000

37. *Hire one additional full-time Wage Grade employee by 2007 (Medium Priority).* To improve visitor services and satisfaction, it is necessary to improve and maintain current facilities at a higher standard. Facilities must also be maintained in operable condition in order to meet public expectations. This maintenance will be accomplished through the addition of one Wage Grade employee.

Estimated Cost: \$318,000

38. *Remodel the Annex Building to make it suitable housing for volunteers by 2008 (High Priority).* Refuge volunteers contribute invaluable time, innovation and dedication to accomplishing many facets of Refuge operations. There are often volunteers that would come great distances to volunteer, but cannot afford housing. This project would provide housing for these volunteers.

Estimated Cost: \$51,000

39. *Complete a kit of volunteer recruitment and orientation tools, including a volunteer slide show, volunteer opportunities leaflet, and a list of volunteer recruitment outlets by 2006 (Medium Priority).* Refuge volunteers contribute invaluable time, innovation, and dedication to accomplishing many facets of Refuge operations. Likewise, volunteering for the Refuge can provide people with unique experiences that enrich the quality of their lives. A volunteer slide show and volunteer opportunities leaflet would inform people of volunteer opportunities. A list of volunteer recruitment outlets would assist Refuge employees in reaching a diverse group of potential volunteers.

Estimated Cost: \$10,000

5.6.3 Project Schedule and Annual Funding Needs

Appendix F describes annual project funding needs for each of the projects referenced in the preceding section.

It should be noted that this CCP for the Refuge provides long-term guidance for management decisions and sets forth goals, objectives, and strategies needed to accomplish Refuge purposes and identify the Service's best estimate of future needs. Comprehensive Conservation Plans detail program planning levels that are sometimes substantially above current budget allocations and, as such, are primarily for Service strategic planning and program prioritization purposes. Comprehensive Conservation Plans do not constitute a commitment for staffing increases, operational and maintenance increases, or funding for future land acquisition.